



Summary Strategic Plan 2023 – 2026

BR - 19092024



Our 'Why'

VISION

To transform everyone's life through exceptional music.

PURPOSE

Make music for *change*.

Our 'How'

ROLE

We constantly reimagine what an orchestra can do.

PRINCIPLES

HUMANITY:

We operate and play with empathy and compassion. We seek to create human connections and experiences through every part of the programme we deliver.

ORIGINALITY:

Imagination is the engine that drives our work. The creativity of our team results in bold new approaches in all that we do.

EXCELLENCE:

The quality and craft of our musicians are at the very core of our work. We nurture and develop our artists, unlocking depths of talent that lead to new performance standards.

FEARLESSNESS:

We dare to work in different ways and with different audiences. We are never afraid to take risks to find new approaches.

PRIORITIES

Our 'What'

Sustaining growth and impact

Nurturing Talent

Bringing Innovation



Manchester Camerata is the UK's most relentlessly pioneering orchestra. Our vision is to transform everyone's life through exceptional music. Our purpose is to make music for change.

This is who we are. This is what we do.

Through our music and our impact, we change the lives of people and the prospects of places. And we also reimagine what an orchestra can do – through debate, innovation, and craft. We show this not just through our actions, but also in the way that we work. Just as our namesake Florentine Camerata did in Renaissance Italy almost 500 years ago, we question, challenge, and celebrate what an orchestra can do.

We do not expect to find an 'answer' or an 'end point'. This is a positive. We will be relentless in following this path, continually setting new horizons of expectations for what a modern world-class orchestra can achieve.

Our detailed activities are set out in the Delivery Plan, which is structured around three interdependent priorities:

- 1. Sustaining Growth and Impact :** We will continue to be a brilliantly run organisation with solid foundations of funding and governance, in order that we can support and demonstrate transformational artistic and social impact, locally, nationally and internationally.
- 2. Nurturing the Talent:** We will have a team of musicians who have the stability, confidence, skills, and reward that they need to set new standards. We will achieve this by working to be a best-in-class employer of musicians and a leading developer of talent.
- 3. Bringing Innovation to our Programme:** We will deliver a programme of exceptional music guided by our principles – humanity, originality, excellence, and fearlessness. We will achieve this by developing and delivering a cutting-edge, research-driven programme that spans concert performances and therapeutic community activity.

Artistic Direction

Identity – the people we are, the place we come from, and how music changes us. The musical roots and connections that bring artists together; the reconnection of identity through the Music in Mind programme; the way we focus on individuals' identities to tell our story. These are examples of how the focus on 'identity' will stem from our vision and purpose and be applied through our activity.

Concerts

We are on a journey to understand **more about the human connections between artist, audience and community**. Deeper, long-lasting musical and cultural connections, led by our music director and artistic partnerships, will contribute to Camerata's unique identity and sound.

We'll deliver a 3-strand programme:

1. **Core repertoire** such as Mozart, Made in Manchester and Festive Happening
2. The theme of identity will be addressed across our programme – how improvisation, folk, jazz and electronic music make deep human connections and increase a sense of identity.
3. **Commercial engagements** – building our financial framework for the orchestra and organisation, never deviating from our values and creative direction.

The intended outcomes of our activity, measured in our operational plan:

1. Maintaining a stable, happy and confident pool of freelance musicians.
2. Preparing young musicians for life as a freelance professional musician while raising the profile of the organisation in their minds.
3. Develop the artistic excellence of our members and artistic partners, across a diverse range of musical disciplines.
4. Research-Backed Impact: Understanding, demonstrating, and presenting the impact of having an orchestra within a local community like Gorton.

Community

Our approach is based around consultation and collaboration with individuals in our (local, national and international) communities.

This ensures it is their needs that come first, and that their voice & identity shines through in our activities.

Proven techniques and evaluation frameworks developed over a decade are informed by research.

The intended outcomes of the activity, in particular the Centre of Excellence for Music and Dementia will be:

1. Facilitate a powerful music and health movement nationally
2. Improve quality of life for as many PLWD and family carers as possible
3. Expand Music in Mind service beyond GM
4. Scale up the availability of music for dementia

Our work with children and young people is under review and a reset direction will be in place by Nov '24.

Communications

We'll create dynamic, 'scroll-stopping' comms and stories, focusing on the identity of the individuals and communities we are made of to tell the story. The intended outcomes of our activity will be:

1. To distinguish us as one of the best chamber orchestras internationally
2. A global leader in health and wellbeing (dementia focus), and are a household name within GM
3. To actively support Camerata growth plans in Concerts, Community and Fundraising.

Operations

(Governance, Management, & Fundraising)

We'll ensure the MC Board, Management team and players have the people, processes and resources to achieve our outcomes. Adopting the ACE investment Principles will support this work.

KPI's

KPI's take account of both short and long-term opportunities and

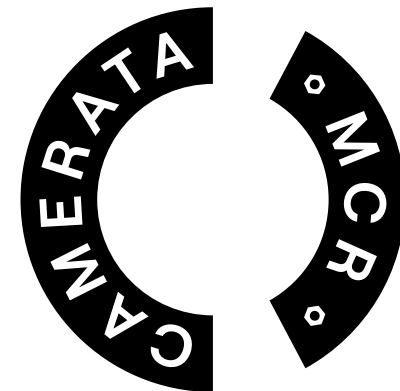
Challenges, and form the basis for Executive reports to the MC Board and Finance Group at all meetings.

Board meeting dates are yet to be set for the forthcoming year and those will be specified in the 'when' column when practical to do so.

Finances

Financial information available on request.

Activity	Owner	KPI's reported to the Board	When	Measure
Concerts	CMC	1 50 commercial engagements per year, including new international partnerships (CEO KPI)	All Board meetings	Engagements tracking in board report
		2 Sector leading variety and quality of curated Concerts delivered, including new series at The Monastery & further development of Camerata 360 (CEO KPI)	2 meetings	Assessment of Ambition & Quality group to agreed policy criteria
Community	GW	3 National Centre of Excellence for Music and Dementia (3 yr programme), embeds music in the NHS Dementia care pathway.	2 meetings	NCE progress report on uptake from - Integrated Care Systems; Referrals into music support for PLWD; Music Champions /Music Cafes progress 1 yr post training
		4 Young People's programme – currently being re scoped to reflect inclusion within the National Centre.	12th November meeting	Feasibility report on sustainability and impact against strategic objectives
Comms and Audiences	SM	5 A growth in live and online audiences. Digital Followers : 30k to 35k. Live Estimated 35k (to be revised by next board paper).	2 meetings	Audience tracker in board report
		6 Position MC as a world-renowned arts organization & leader in health and wellbeing through national profile pieces & partnerships (classic FM, national reviews, health and wellbeing influencing).	2 meetings	Assessment from Ambition & Quality group against agreed policy criteria (incl informal and formal audience and critical friend feedback)
Operations	BR/RE /RD	7 People – Recruitment and induction of a new Chair (CEO KPI)	Weekly during recruitment; Monthly during induction.	Evaluation of process and completion of recruitment with candidate feedback
		8 Process – CRM consistently informing operations and strategy to maximise income on all fundraising streams	All Finance Group & Board meetings	Fundraising report indicates 50-75% income for forthcoming year
		9 Financial a) Short term – alignment of reserves expenditure with short term risks. b) Long term – launch of first phase of £10 million Future fund campaign (CEO KPI).	All Finance Group & Board meetings	a) ROI as detailed in Concerts board report b) Board report delivered against agreed criteria



Thank you